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ABSTRACT

The general purpose of the occupational analysis is to provide workable, basic information dealing with the many and varied duties performed in the purchasing occupation. The document opens with a brief introduction followed by a job description. The bulk of the document is presented in table form. Fourteen duties are broken down into a number of tasks and for each task a two-page table is presented, showing on the first page: tools, equipment, materials, objects acted upon; performance knowledge (related also to decisions, cues and errors); safety--hazard; and on the second page: science; math--number systems; and communications (performance modes, examples, and skills and concepts). The duties include: maintaining purchase, price, stock and consumption, and vendor records; maintaining catalog file and inventory control; conducting market studies and cost analysis; developing supply sources; securing quotation; choosing between contract and open market purchase; issuing purchase orders; corresponding with vendors; and fostering human relations. A glossary of purchasing terms is appended. (BP)

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AN ANALYSIS OF THE PURCHASING OCCUPATION

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E.P.D.A. Sub Project 73402
June 1, 1973 to December 30, 1974
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FOREWARD

The occupational analysis project was conducted by The Instructional Materials Laboratory, Trade and Industrial Education, The Ohio State University in conjunction with the State Department of Education, Division of Vocational Education pursuant to a grant from the U.S. Office of Education.

The Occupational Analysis project was proposed and conducted to train vocational educators in the techniques of making a comprehensive occupational analysis. Instructors were selected from Agriculture, Business, Distributive, Home Economics and Trade and Industrial Education to gain experience in developing analysis documents for sixty-one different occupations. Representatives from Business, Industry, Medicine, and Education were involved with the vocational instructors in conducting the analysis process.

The project was conducted in three phases. Phase one involved the planning and development of the project strategies. The analysis process was based on sound principles of learning and behavior. Phase two was the identification, selection and orientation of all participants. The training and workshop sessions constituted the third phase. Two-week workshops were held during which teams of vocational instructors conducted an analysis of the occupations in which they had employment experience. The instructors were assisted by both occupational consultants and subject matter specialists.

The project resulted in producing one hundred two trained vocational instructors capable of conducting and assisting in a comprehensive analysis of various occupations. Occupational analysis data were generated for sixty-one occupations. The analysis included a statement of the various tasks performed in each occupation. For each task the following items were identified; tools and equipment; procedural knowledge; safety knowledge; concepts and skills of mathematics, science and communication needed for successful performance in the occupation. The analysis data provided a basis for generating instructional materials, course outlines, student performance objectives, criterion measures, as well as identifying specific supporting skills and knowledge in the academic subject areas.

PREFACE

Purchasing encompasses many diverse areas - The occupation of purchasing agent-buyer can be found in the industrial, wholesale and retail areas. Due to the time factor, industrial purchasing was chosen. The approach was that of a person with some experience coming into the job of purchasing agent. A rookie entering this type of position would run into numerous difficulties. Furthermore few large companys would intrust a million dollar budget to a novice. The duties chosen encompass the basic activities of a purchasing agent in a company using a totally manual information retrieval system. This is probably the exception to the rule today-however, there are too many E.D.P. systems available, many of which are tailored to individual company needs. A basic understanding of the tasks will be sufficient knowledge to prepare a buyer to function under a E.D.P. system.

ACKNOWLEDGMENT

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Columbus, Ohio

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JOB DESCRIPTION

An industrial purchasing agent secures for the company its requirements of raw materials and parts used in the manufacture of supply products at the lowest possible cost consistent with accepted standards; for quality and service, and in accordance with established policies and procedures.

An agent maintains purchase, price, stock, consumption, vendor records and catalog file; conducts market studies and cost analysis; develops sources of supply; secures quotations; chooses between contract and open market purchasing; maintains an inventory control system; issues purchase orders; corresponds with vendors and attempts to foster good human relations.

Duty A Maintaining Purchase Records
1 Record All Commodity Activity

//

(TASK STATEMENT) Record All Commodity Activity

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Purchase history card Calculator Pen or pencil	List all purchases	
<u>DECISIONS</u>	<u>CUES</u>	<u>ERRORS</u>

Behavioral SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	<p>Whole Numbers</p> <p>Fundamental Operations</p> <p>Addition, subtraction and multiplication</p>
COMMUNICATIONS	
<p><u>PERFORMANCE MODES</u></p> <p>Reading</p> <p>Writing</p>	<p><u>EXAMPLES</u></p> <p>Receiver</p> <p>Listing</p> <p><u>SKILLS/CONCEPTS</u></p> <p>Comprehension</p> <p>Detailed/Inference</p> <p>Informational Reports</p> <p>Penmanship</p>

Duty B Maintaining Price Record
1 Record All Price Changes

(TASK STATEMENT) Record All Price Changes

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY — HAZARD
<p>Purchase history card</p> <p>Pen or pencil</p> <p>Price memo</p>	<p>List price changes</p>	
<p><u>DECISIONS</u></p> <p>Determine whether to look for another source of supply to keep price competitive</p>	<p><u>CLUES</u></p> <p>Price increase</p>	<p><u>ERRORS</u></p> <p>Non-standard product</p> <p>Lower quality product</p>

Behavioral	SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity Conscious Awareness of Qualities Basic to Optimal Mental Performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	<p>Positive Rationals (Decimal) Fundamental Operations Addition, subtraction, multiplication, and division</p>	
COMMUNICATIONS		
<p><u>PERFORMANCE MODES</u></p> <p>Reading</p> <p>Writing</p>	<p><u>EXAMPLES</u></p> <p>Price memo</p> <p>Listing</p>	<p><u>SKILLS/CONCEPTS</u></p> <p>Comprehension Detail/Inference Informational Reports</p> <p>Penmanship</p>

Duty C Maintaining Stock & Consumption Record

- 1 Record All Receipts**
- 2 Record All Disbursements**
- 3 Record Material Specifications**

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(TASK STATEMENT) Record All Receipts

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
Purchase order Pen or pencil	Transfer information from receiving copy of purchase order to original copy of purchase order	
<u>DECISIONS</u> Determine accuracy of receipt	<u>CUES</u> Original purchase order	<u>ERRORS</u> Incorrect items Incorrect quantity

Behavioral	SCIENCE	MATH – NUMBER SYSTEMS
	<p>Principle: Attributes of Maximum Functioning Capacity Conscious Awareness of Qualities Basic to Optimal Mental Performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	<p>Whole Numbers Fundamental Operations Addition, subtraction, and multiplication</p>
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
Reading	Receiving copy	Comprehension Detail/Inference Informational Reports
Writing	Listing	Penmanship

(TASK STATEMENT) Record All Disbursements

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
<p>Purchase history card</p> <p>Pen or pencil</p>	<p>Read usage from stock requisition</p> <p>Record usage on purchase history card</p>	
<p><u>DECISIONS</u></p> <p>Determine accuracy of information on purchase history card</p>	<p><u>CUES</u></p> <p>Stock requisition</p>	<p><u>ERRORS</u></p> <p>Incorrect records</p>

Behavioral	SCIENCE	MATH – NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity Conscious Awareness of Qualities Basic to Optimal Mental Performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	<p>Whole numbers</p> <p>Fundamental Operations</p> <p>Addition, subtraction and multiplication</p>	
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
<p>Reading</p> <p>Writing</p>	<p>Stock requisition</p> <p>Listing</p>	<p>Comprehension</p> <p>Detail/Inference</p> <p>Informational Reports</p> <p>Penmanship</p>

(TASK STATEMENT) Record Material Specifications

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
<p>Purchase history card Pen and pencil</p>	<p>Read requirements from engineering List specifications on purchase history card</p>	
<p><u>DECISIONS</u> Determine accuracy of information on purchase history card</p>	<p><u>CUES</u> Engineering reports</p>	<p><u>ERRORS</u> Incorrect records</p>

Behavioral	SCIENCE	MATH — NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity Conscious Awareness of Qualities Basic to Optimal Mental Performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	Positive Rationals	
PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
<p>Reading</p> <p>Writing</p>	<p>Special sheet</p> <p>Listing</p>	<p>Comprehension</p> <p>Detail/Inference</p> <p>Informational Reports</p> <p>Process Reports</p> <p>Penmanship</p>

Duty D Maintaining Vendor Record

- 1 Record Vendor Changes**
- 2 Record Discount Changes**
- 3 Record Term Changes**
- 4 Record Product Changes**
- 5 Record Shipping Information**
- 6 Record Vendor Reliability**

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(TASK STATEMENT) Record Vendor Changes

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
<p>Vendor information card Card file Pen or pencil</p>	<p>Receive written notification from vendor Record name change Record address change Record sale representative change Record factory contact change Record telephone change Record TWX change</p>	
<p><u>DECISIONS</u> Determine accuracy of information on vendor card</p>	<p><u>CUES</u> Vendor notification</p>	<p><u>ERRORS</u> Incorrect records</p>

Behavioral	SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity Conscious Awareness of Qualities Basic to Optimal Mental Performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	Whole Numbers	
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
<p>Reading</p> <p>Writing</p>	<p>Memo from vendor</p> <p>Listing</p>	<p>Comprehension Detail/Inference Informational Reports</p> <p>Penmanship Informational Reports</p>

(TASK STATEMENT) Record Discount Changes

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Vendor information card Card file Pen or pencil	Receive written notification from vendor Record discount changes	
<u>DECISIONS</u> Determine whether to look for alternate sources	<u>CUES</u> Discount changes unfavorable to company	<u>ERRORS</u> Excessive cost to company

Behavioral	SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity Conscious Awareness of Qualities Basic to Optimal Mental Performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	Positive Rational Numbers	
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
Reading	Vendor memo	Comprehension Detail/Inference Informational Report
Writing	Listing	Penmanship

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(TASK STATEMENT) Record Term Changes

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
<p>Vendor information card Card file Pen or pencil</p>	<p>Receive written notification from vendor Record term changes</p>	
<p><u>DECISIONS</u> Determine whether to seek alternate sources of supply</p>	<p><u>CUES</u> Term changes unfavorable</p>	<p><u>ERRORS</u> Excessive cost to company</p>

Behavioral SCIENCE	MATH -- NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity Conscious Awareness of Qualities Basic to Optimal Mental Performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	Positive Rational Numbers
COMMUNICATIONS	
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>
Reading	Vendor memo
Writing	Listing
<u>SKILLS/CONCEPTS</u>	
Comprehension Detail/Inference Informational Reports	
Penmanship	

(TASK STATEMENT) Record Product Changes

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
Vendor information card Card file Pen or pencil	Receive written notification from vendor Record product changes	
<u>DECISIONS</u> Determine whether to seek alternate or secondary source	<u>CUES</u> Product change-specification	<u>ERRORS</u> Excessive cost to company Product not appropriate for company use



Behavioral		SCIENCE	MATH - NUMBER SYSTEMS	
Principle: Attributes of Maximum Functioning Capacity Conscious awareness of qualities basic to optimal mental performance 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization			Positive Rationals	
COMMUNICATIONS				
<u>PERFORMANCE MODES</u>		<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>	
Reading		Vendor memo	Comprehension Detail/Inference Informational Reports Description of Mechanism	
Writing		Listing	Penmanship Description	

(TASK STATEMENT) Record Shipping Information

TOOLS, EQUIPMENT, MATERIALS; OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
<p>Vendor information card Card file Pen or pencil</p>	<p>Receive written notification from vendor Record shipping information</p>	
<p><u>DECISIONS</u></p> <p>Determine whether to seek alternate source</p>	<p><u>CUES</u></p> <p>Increase of minimum order Change of F.O.B. point Change of freight allowance</p>	<p><u>ERRORS</u></p> <p>Excessive cost to company Undue delay in delivery</p>

Behavioral	SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	Whole Numbers	
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
Reading	Vendor memo	Comprehension
Writing	Listing	Detail/Inference Informational Reports Penmanship

(TASK STATEMENT) Record Vendor Reliability

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
Vendor information card Card file Pen or pencil	Obtain knowledge from outside sources Review Standard and Pon Review Dun and Bradstreet Review financial statement Visit plant Review of past performance Trade association	
<u>DECISIONS</u> Determine whether to seek alternate source	<u>CUES</u> Past performance not reliable Financial report or plant visitation verifies doubtful reliability	<u>ERRORS</u> Late delivery

Behavioral SCIENCE		MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity Conscious Awareness of Qualities Basic to Optimal Mental Performance</p> <ol style="list-style-type: none">1. Attention2. Observation3. Concentration4. Mental Alertness5. Mental Quietude6. Mental Clarity7. Organization <p>Capacity to maintain open mindedness and composure in the far seemingly different, eccentric or clashing value expressed behaviorally or verbally</p>		<p>Positive Rationals Fundamental Operations Addition, subtraction, multiplication and division Use of computing devices and mechanical aids</p> <p>Calculators Electric Mechanical Computers</p>
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
Speaking	Obtaining information	Terminology/ general vocabulary, clarity of expression, persuasion, dress, facial and body features
Reading	Reports	Comprehension, detail/inference, recommendation reports, terminology
Writing	Listing	Penmanship, description, clarity of expression
Listening	Obtaining information	Detection of propaganda devices, discriminate facts from non-facts, recognize opinions, and concentration
Viewing	Field trip	Visual analysis, memory, describing

Duty E Maintaining Catalog File
1 Maintain Catalog Library

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(TASK STATEMENT) Maintain Catalog Library

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
File cabinet with alphabetical dividers	Receive catalog from vendor for reference File alphabetically in catalog library	
<u>DECISIONS</u>	<u>CUES</u>	<u>ERRORS</u>

Behavioral	SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity Conscious Awareness of Qualities Basic to Optimal Mental Performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	Whole Numbers	
COMMUNICATIONS		
<p><u>PERFORMANCE MODES</u></p> <p>Reading</p> <p>Writing</p>	<p><u>EXAMPLES</u></p> <p>Catalogs</p> <p>Date received</p>	<p><u>SKILLS/CONCEPTS</u></p> <p>Comprehension</p> <p>Detail/Inference</p> <p>Penmanship</p> <p>Classification</p>

Duty F Conducting Market Studies

- 1 Survey Market Trends**
- 2 Survey Market Prices**
- 3 Survey Competitor Activity**

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(TASK STATEMENT) Survey Market Trends

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
<p>Periodical publications Trade journals Newspaper publications Trade association publications Government surveys</p>	<p>Read or scan publications Write executive report</p>	
<p><u>DECISIONS</u></p> <p>Determine whether to change product lines Determine whether to purchase quantity Determine whether to purchase substitute commodity</p>	<p><u>CUES</u></p> <p>Price, availability, quality, increase production capacity</p>	<p><u>ERRORS</u></p> <p>Over investment Fewer turn overs Lose competitive position in market</p>

Behaviorial SCIENCE

MATH - NUMBER SYSTEMS

Principle: Attributes of Maximum Functioning Capacity
Conscious Awareness of Qualities Basic to Optimal Mental Performance

1. Attention
 2. Observation
 3. Concentration
 4. Mental Alertness
 5. Mental Quietude
 6. Mental Clarity
 7. Organization
- Capacity to maintain open-mindedness and composure in the far seemingly different, eccentric or clashing values expressed behaviorally or verbally

Positive Rationals
Fundamental Operations
Addition, subtraction, multiplication, and division
Use of Computing Devices and Mechanical Aids
Calculators
Electric
Mechanical
Computers

COMMUNICATIONS

PERFORMANCE MODES

Reading

Writing

EXAMPLES

Market publications

Executive report

SKILLS/CONCEPTS

Comprehension
Detail/ Inference
Informational Report
Penmanship
Spelling
Description
Terminology
General/Vocabulary

(TASK STATEMENT) Survey Market Prices

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY — HAZARD
<p>Periodical publications Trade journals Newspaper publications Trade association publications Government surveys</p>	<p>Read or scan publications Write executive report</p>	
<u>DECISIONS</u>	<u>CUES</u>	<u>ERRORS</u>
<p>Determine whether to buy on future market Determine whether to purchase substitute commodity</p>	<p>Price fluctuation Quality fluctuation Quality</p>	<p>Financial loss Inferior product</p>

Behavioral SCIENCE

MATH - NUMBER SYSTEMS

Principle: Attributes of Maximum Functioning Capacity
Conscious awareness of qualities basic to optimal mental performance

1. Attention
2. Observation
3. Concentration
4. Mental Alertness
5. Mental Quietude
6. Mental Clarity
7. Organization

Capacity to maintain open-mindedness and composure in the far seemingly different eccentric or clashing value expressed behaviorally or verbally

Positive Rationals
Fundamental Operations
Addition, subtraction, multiplication and division
Use of computing devices and mechanical aids
Calculators
Electric
Mechanical
Computers

COMMUNICATIONS

PERFORMANCE MODES

Reading

Writing

EXAMPLES

Publications

Executive report

SKILLS/CONCEPTS

Comprehension
Detail/Inference
Informational report
Penmanship
Spelling
Description
Terminology/General Vocabulary

(TASK STATEMENT) Survey Competitor Activity

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
<p>Shoppers Salesperson Purchase of competitors' merchandise</p>	<p>Obtain knowledge of own merchandise line Shop and compare competitor's merchandise Secure competitive information from salesperson Secure salesperson reports on competitor's information Test and analyze competitor's merchandise</p>	
<p><u>DECISIONS</u> Price adjustment, quality adjustment, service adjustment</p>	<p><u>CUES</u> Decline of sales</p>	<p><u>ERRORS</u> Financial loss Competitive edge of market</p>

Behavioral SCIENCE		MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 		<p>Positive Rationals</p> <p>Fundamental Operations</p> <p>Addition, subtraction, multiplication and division</p> <p>Use of computing devices and mechanical aids</p> <p>Calculators</p> <p>Electric</p> <p>Calculators</p> <p>Computers</p>
COMMUNICATIONS		
PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
<p>Speaking</p> <p>Writing</p> <p>Listening</p> <p>Viewing</p> <p>Touching</p>	<p>Obtaining information</p> <p>Executive report</p> <p>Oral description</p> <p>Observing competitor's merchandise</p> <p>Competitors merchandise</p>	<p>Terminology/ general vocabulary, clarity of expression, persuasion, dress, facial and body features</p> <p>Penmanship, spelling, description, terminology/General Vocabulary</p> <p>Detection of propaganda, discriminate fact from non-fact, recognize opinion, logic</p> <p>Visual analysis, memory, describing, detail and inference</p> <p>Texture</p>

Duty G Conducting Cost Analysis

- 1 Secure Machine Cost**
- 2 Secure Production Rate**
- 3 Secure Operational Cost**
- 4 Analyze and Compare Efficiency**

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(TASK STATEMENT)Secure Machine Cost

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
Catalogs Bid quotations Salespersons	Survey catalog pricing Survey quotation pricing Survey salespersons for pricing	
<u>DECISIONS</u> Determine whether to buy new machines Determine whether to buy used machines Determine whether to rent or lease machines Determine whether to manufacture machines	<u>CUES</u> Financial Longevity Availability	<u>ERRORS</u> Financial loss

Behavioral	SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietness 6. Mental Clarity 7. Organization 	<p>Positive Rationals</p> <p>Fundamental Operations</p> <p>Addition, subtraction, multiplication and division</p> <p>Use of computing devices and mechanical aides</p> <p>Calculators</p> <p>Electric</p> <p>Mechanical</p> <p>Computers</p>	
COMMUNICATIONS		
<p><u>PERFORMANCE MODES</u></p> <p>Speaking</p> <p>Writing</p> <p>Listening</p> <p>Reading</p>	<p><u>EXAMPLES</u></p> <p>Obtaining information</p> <p>Executive report</p> <p>Oral description</p> <p>Reading catalogs</p>	<p><u>SKILLS/CONCEPTS</u></p> <p>Terminology/general vocabulary, clarity of expression, persuasion, dress, facial and body features</p> <p>Penmanship, spelling, description, terminology/general vocabulary</p> <p>Discriminate fact from non-fact, recognize opinions, logic</p> <p>Comprehension, detail-inference, information reports, physical experiment reports</p>

(TASK STATEMENT) Secure Production Rate

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
Catalogs Bid quotations Salespersons	Survey catalog production rate Survey quotation production rate	
<u>DECISIONS</u> Determine if the production rate is within limits of production requirements	<u>CUES</u> Quantitative	<u>ERRORS</u> Financial loss

Behavioral SCIENCE

MATH - NUMBER SYSTEMS

Principle: Attributes of Maximum Functioning Capacity
Conscious awareness of qualities basic to optimal mental performance

1. Attention
2. Observation
3. Concentration
4. Mental Alertness
5. Mental Quietude
6. Mental Clarity
7. Organization

Positive Rationals
Fundamental Operations
Addition, subtraction, multiplication and division
Use of computing devices and mechanical aids

Calculators
Electric
Mechanical
Computers

COMMUNICATIONS

PERFORMANCE MODES

EXAMPLES

SKILLS/CONCEPTS

Reading

Listening

Speaking

Writing

Reading catalogs and quotations

Oral description

Obtaining information

Executive report

Comprehension, detail inference, proposals
quotations, physical experiment and reports
Discriminate fact from nonfact, recognize
opinions, logic
Terminology/general vocabulary, clarity
of expression, persuasion, dress, facial
and body features
Penmanship, spelling, description, termin-
ology/ general vocabulary

(TASK STATEMENT) Secure Operational Cost

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
Catalogs Bid quotation Salesperson	Survey catalog operation cost Survey quotation operation cost	
<u>DECISIONS</u> Determine if the operation cost is within the required limits	<u>CUES</u> Excessive cost	<u>ERRORS</u> Financial loss

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Behavioral	SCIENCE	MATH - NUMBER SYSTEMS
	<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	<p>Positive Rationals</p> <p>Fundamental Operations</p> <p>Addition, subtraction, multiplication and division</p> <p>Use of computing devices and mechanical aids</p> <p>Calculators</p> <p>Electric</p> <p>Mechanical</p> <p>Computers</p>
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
Reading	Reading catalogs and quotations	Comprehension, detail inference, proposals, quotations, physical experiments and reports
Listening	Oral description	Discriminate fact from nonfact, recognize opinions, logic
Speaking	Obtaining information	Terminology/general vocabulary, clarity of expression, persuasion, dress, facial and body features
Writing	Executive report	Penmanship, spelling, description, terminology/general vocabulary

(TASK STATEMENT) Analyze and Compare Efficiency

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
Catalogs Bid quotations Salespersons	Survey catalog specifications Survey quotation specifications Compare and plot efficiency	
<u>DECISIONS</u> Choose items meeting or bettering efficiency specifications	<u>CUES</u> Most efficient item	<u>ERRORS</u> Financial loss

Behavioral SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	<p>Positive Rationals</p> <p>Fundamental Operations</p> <p>Addition, subtraction, multiplication and division</p> <p>Use of computing devices and mechanical aids</p> <p>Calculators</p> <p>Electric</p> <p>Mechanical</p> <p>Computers</p>
COMMUNICATIONS	
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>
<p>Reading</p> <p>Listening</p> <p>Speaking</p> <p>Writing</p>	<p>Reading catalogs and quotations</p> <p>Oral description</p> <p>Obtaining information</p> <p>Executive report</p>
<u>SKILLS/CONCEPTS</u>	
<p>Comprehension, detail inference, proposals quotations, physical experiments and reports</p> <p>Discriminate fact from nonfact, recognize opinions, logic</p> <p>Terminology/general vocabulary, clarity of expression, persuasion, dress, facial and body features</p> <p>Penmanship, spelling, description, terminology/general vocabulary</p>	

Duty H Developing Supply Sources

- 1 Interview Manufacturer Sales Representative**
- 2 Read Thomas Register**
- 3 Read Dun and Bradstreet**
- 4 Read Trade Publications**
- 5 Read Literature Received By Mail**
- 6 Inspect Suppliers Plant**

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(TASK STATEMENT) Interview Manufacturing Sales Representative

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY — HAZARD
<p>Buyer's office Telephone Pen & pencil Reference material Purchase order Receiver Invoices Returns</p>	<p>Secure product information Secure general information Process adjustments and complaints</p>	
<p><u>DECISIONS</u></p> <p>Determine if product fits into company policy relating to price, quality, service Determine if terms, discount, F.O.B. point & method of shipment fit into requirements adjust Determine if representative is getting satisfactory results for adjustments and complaints</p>	<p><u>CUES</u></p> <p>Vendor reliability, price and performance</p>	<p><u>ERRORS</u></p> <p>Financial and administrative</p>

(TASK STATEMENT) Interview Manufacturing Sales Representative

SCIENCE		MATH -- NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity Conscious awareness of qualities basic to optimal mental performance</p> <p>Attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization</p> <p>Capacity to perceive, quickly integrate, and function well in the face of unexpected situational variables</p> <p>Capacity to maintain open-mindedness and composure in the face of seemingly different, eccentric or clashing value expressed behaviorally or verbally</p> <p>Professionalism. Maintain capacity to foster trust, cooperation; to generate integrity; to cope with conflict behavior; to function efficiently when encountering fast changing, multiple, personal or situational variable; exhibit qualities of self-confidence, self-control, self-reliance, self-respect and adaptability</p>		<p>Rational Number</p> <p>Fundamental Operations</p> <p>Addition, subtraction, multiplication and division</p>
COMMUNICATIONS		
PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Obtaining information	Terminology, general vocabulary, clarity of expression, persuasion, dress, facial and body features
Listening	Oral description	Discriminate fact from nonfact, recognize opinions, logic, note taking
Reading	Product information	Comprehension, detail inference, informational reports
Writing	Product reports	Penmanship, spelling, description, terminology
Viewing	Sample product	Visual analysis, describing, memory, color
Touching	Sample product	Size, shape, texture

(TASK STATEMENT) Read Thomas Register

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Catalog file or book case Thomas Register Publication	Find new source of supply Survey for product information Survey for company size Survey for company rating Survey for company address	
<u>DECISIONS</u> Determine if manufacturer fits general requirements Request quotation	<u>CUES</u> If manufacturer is listed	<u>ERRORS</u> Loss of profits

Behavioral		SCIENCE	MATH – NUMBER SYSTEMS
Principle: Attributes of Maximum Functioning Capacity Conscious awareness of qualities basic to optimal mental performance 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization		Whole Numbers Fundamental Operations Addition, subtraction, multiplication and division	
COMMUNICATIONS			
<u>PERFORMANCE MODES</u> Reading		<u>EXAMPLES</u> Directory	<u>SKILLS/CONCEPTS</u> Comprehension Detail/inference Informational reports

(TASK STATEMENT) Read Dun & Bradstreet

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY — HAZARD
Catalog file or bookcase Dun and Bradstreet publication	Find new source of supply Survey for financial information Survey for company size Survey for company rating Survey for company address	
<u>DECISIONS</u> Determine if manufacturer fits general requirements Request quotations	<u>CUES</u> If manufacturer is listed	<u>ERRORS</u> Loss of profit

Behavioral SCIENCE	MATH -- NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	<p>Whole Numbers Fundamental Operations Addition, subtraction, multiplication and division</p>
COMMUNICATIONS	
<u>PERFORMANCE MODES</u>	<u>SKILLS/CONCEPTS</u>
<p>Reading</p>	<p>Comprehension Detail/inference Informational report</p>
<u>EXAMPLES</u>	
<p>Directory</p>	

(TASK STATEMENT) Read Trade Publications

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Book case or file Trade publications	To find new source of supply Find new and improved products	
<p><u>DECISIONS</u></p> <p>Determine if manufacturer fits general requirements Request bid quotation</p>	<p><u>CUES</u></p> <p>If manufacturer is advertising on new product list</p>	<p><u>ERRORS</u></p> <p>Loss of profit</p>

Behavioral	SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	<p>Whole Numbers</p> <p>Fundamental operations</p> <p>Addition, subtraction, multiplication and division</p>	
COMMUNICATIONS		
<p><u>PERFORMANCE MODES</u></p> <p>Reading</p>	<p><u>EXAMPLES</u></p> <p>Directory</p>	<p><u>SKILLS/CONCEPTS</u></p> <p>Comprehension</p> <p>Detail/inference</p> <p>Informational report</p>

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(TASK STATEMENT) Read Literature Received By Mail

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
<p>Buyer's office Letter opener</p>	<p>Find new sources of supply Find new and improved products</p>	
<p><u>DECISIONS</u></p> <p>Determine if manufacturer fits general requirements Request bid quotation</p>	<p><u>CUES</u></p> <p>Manufacturer advertising</p>	<p><u>ERRORS</u></p> <p>Loss of profits</p>



Behavioral	SCIENCE	MATH – NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious Awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	<p>Whole Numbers</p> <p>Fundamental Operations</p> <p>Addition, subtraction, multiplication and division</p>	
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
Reading	Directory	<p>Comprehension</p> <p>Detail/Inference</p> <p>Informational report</p>

(TASK STATEMENT) Inspect Supplier Plant

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
<p>Basic transportation Supplier evaluation form Pen or pencil</p>	<p>Introduce personnel Tour facility Confer with production and management personnel</p>	
<p><u>DECISIONS</u></p> <p>Determine if production capacity is capable of meeting maximum order standards Determine if product meets quality standards set by company policy Determine if package meets company specifications Request bid quotation</p>	<p><u>CUES</u></p> <p>Production capacity, quality and package meet buyer requirements</p>	<p><u>ERRORS</u></p> <p>Financial problems</p>

TASK STATEMENT) Inspect Supplier Plant

SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious Awareness of Qualities Basic to optimal mental performance</p> <p>Attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization</p> <p>Capacity to perceive, quickly integrate, and function well in the face of unexpected situational variables</p> <p>Capacity to maintain open-mindedness and composure in the far seemingly different, eccentric or clashing values expressed behaviorally or verbally</p> <p>Professionalism: Maintain capacity to foster trust, cooperation; to cope with conflict behavior; to function efficiently when encountering fast changing, multiple, personal or situational variables; exhibit qualities of self-confidence, self-control, self-reliance, self-respect, and adaptability</p>	<p>Whole Numbers</p> <p>Basic Operations</p> <p>Addition, subtraction, multiplication and division</p>
COMMUNICATIONS	
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>
Speaking	<p><u>SKILLS/CONCEPTS</u></p> <p>Terminology, clarity of expression, persuasion and sales technique, logic, dress</p> <p>Detection of propaganda devices, discriminate facts from nonfacts, recognize opinions, logic</p> <p>Visual analysis, memory, describing, logic</p> <p>Size, shape, texture</p> <p>Penmanship, description, clarity of expression, logic</p>
Listening	
Viewing Touching Writing	

Duty I Securing Quotation

- 1 Select Vendors
- 2 Complete Bid Quotation Information
- 3 Mail Quote To Selected Vendors
- 4 Analyze Returned Quote

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(TASK STATEMENT) Select Vendors

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
Catalog file Pen or pencil	Determine item to be competitively bidded List vendors capable of producing item	
<u>DECISIONS</u> Select company capable of supplying item Send bid quotation	<u>CUES</u> List of vendors	<u>ERRORS</u> Financial loss

Behavioral	SCIENCE	MATH – NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity Conscious Awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 		<p>Whole Numbers Fundamental Operations Addition, subtraction, multiplication and division</p>

COMMUNICATIONS

<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
<p>Reading</p> <p>Writing</p>	<p>Catalog</p> <p>List of vendors</p>	<p>Comprehension Detail/Inference Informational Reports Classification Description</p>

(TASK STATEMENT) Complete Bid Quotation Information

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
<p>Quotation form Pen and pencil Written specification Blue prints</p>	<p>Ascertain return date Ascertain F.O.B. point Ascertain standardized quotation specifications and blueprints</p>	
<p><u>DECISIONS</u></p> <p>Determine if all information is included in correct locations on quote form.</p>	<p><u>CUES</u></p> <p>Need for quote</p>	<p><u>ERRORS</u></p> <p>Financial loss</p>

Behavioral	SCIENCE	MATH – NUMBER SYSTEMS
<p>Principle: Attributes of maximum functioning capacity Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	<p>Whole Numbers Fundamental Operations Addition, subtraction, multiplication and division</p>	
COMMUNICATIONS		
<p><u>PERFORMANCE MODES</u></p> <p>Writing</p>	<p><u>EXAMPLES</u></p> <p>Quote form</p>	<p><u>SKILLS/CONCEPTS</u></p> <p>Penmanship Description Terminology Clarity of expression</p>

(TASK STATEMENT) Mail Quote to Selected Vendors

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
<p>Quote form Pen and pencil Vendor bid list</p>	<p>Collect material (quote, specification, prints) Check for completeness Type and mail quote</p>	
<p><u>DECISIONS</u> Determine accuracy and completeness of information</p>	<p><u>CUES</u> Original sources</p>	<p><u>ERRORS</u> Vendor gets improper information not all information included</p>

Behavioral SCIENCE	MATH -- NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity Conscious Awareness of Qualities Basic to Optimal Mental Performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	
COMMUNICATIONS	
<p><u>PERFORMANCE MODES</u></p> <p>Writing</p>	<p><u>EXAMPLES</u></p> <p>Quote form</p>
	<p><u>SKILLS/CONCEPTS</u></p> <p>Penmanship Business letters</p>

(TASK STATEMENT) Analyze Returned Quote

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Quote form (completed) Pen or pencil Calculator Comparison chart	Date quote return Tabulate for price, quality, service and capability, F.O.B. point Check for uniformity of bid.	
<u>DECISIONS</u> Determine lowest cost Determine best quality Determine best service	<u>CUES</u> Returned quotes	<u>ERRORS</u> Financial loss

Behavioral	SCIENCE	MATH – NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	<p>Rational</p> <p>Fundamental Operations</p> <p>Addition, subtraction, multiplication and division</p>	
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
Reading	Quotes	Comprehension Detail/Inference Informational Reports Proposals Terminology Penmanship Classification Memo Format
Writing	Comparison chart	

- Duty J Choosing Between Contract and Open Market Purchase
- 1 Determine If Quantity Needed Will Substantiate Contract Purchase
 - 2 Investigate Future Supply and Demand of Commodity
 - 3 Submit Quotation For Contract and Open Market Purchase
 - 4 Negotiate Purchase Order Terms For Contract and Open Market Purchase

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(TASK STATEMENT) Determine If Quantity Needed Will Substantiate Contract Purchase

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Projected usage forecast	Determine if necessary quantity is sufficient for contract purchase	
<p><u>DECISIONS</u></p> <p>Determine if the quantity is large enough</p>	<p><u>CUES</u></p> <p>Quantity needed</p>	<p><u>ERRORS</u></p> <p>Financial loss</p>

Behavioral SCIENCE

MATH — NUMBER SYSTEMS

Principle: Attributes of Maximum Functioning Capacity
Conscious awareness of qualities basic to optimal mental performance

1. Attention
2. Observation
3. Concentration
4. Mental Alertness
5. Mental Quietude
6. Mental Clarity
7. Organization

Rational Numbers

COMMUNICATIONS

PERFORMANCE MODES

Reading

EXAMPLES

Forecast

SKILLS/CONCEPTS

Comprehension
Detail inference
Informational Reports
Proposals
Terminology

(TASK STATEMENT) Investigate Future Supply and Demand of Commodity

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
Trade journal Government publications	Read and survey trade journals and government publications List trends of supply and demand	
<u>DECISIONS</u> Make a personal judgment supply and demand for item	<u>CUES</u> Results of survey and market condition	<u>ERRORS</u> Financial loss

Behavioral SCIENCE

MATH – NUMBER SYSTEMS

Principle: Attributes of Maximum Functioning Capacity
Conscious awareness of qualities basic to optimal mental performance

Rational Numbers

1. Attention
2. Observation
3. Concentration
4. Mental Alertness
5. Mental Quietude
6. Mental Clarity
7. Organization

COMMUNICATIONS

PERFORMANCE MODESEXAMPLESSKILLS/CONCEPTS

Reading

Trade journals and publications

Comprehension
Detail Inference
Informational Reports
Terminology
Penmanship
Classification

Writing

Listing

(TASK STATEMENT) Submit Quotation for Contract and Open Market Purchase

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY — HAZARD
<p>Quotation form Vendor list Pen & pencil Product specification</p>	<p>Select appropriate vendors Complete quotation form with necessary information</p>	
<p><u>DECISIONS</u> Determine if vendor meets requirements Request quotation</p>	<p><u>CUES</u> Attempting to purchase on open market or by contract</p>	<p><u>ERRORS</u> Financial loss</p>

Behavioral	SCIENCE	MATH - NUMBER SYSTEMS
	<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none">1. Attention2. Observation3. Concentration4. Mental Alertness5. Mental Quietude6. Mental Clarity7. Organization	Whole Numbers
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
Writing	Quotation form	Penmanship Spelling Description Terminology/ General Vocabulary

(TASK STATEMENT) Negotiate Purchase Order Terms for Contract and Open Market Purchase

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY — HAZARD
<p>Purchase order form Buyer's office Pen and pencil</p>	<p>Negotiate with vendor for performance of contract concerning: quantity, price, delivery date, specifications, F.O.B. point, cash terms, packaging, legal terms inspection/certification techniques and stocking arrangements</p>	
<p><u>DECISIONS</u> Determine if vendor is acceptable based on above criteria</p>	<p><u>CUES</u> Successful negotiations</p>	<p><u>ERRORS</u> Financial loss</p>

ASK STATEMENT) Negotiate Purchase Order Terms for Contract and Open Market Purchase

SCIENCE		MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <p>Attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization</p> <p>Capacity to maintain open-mindedness and composure in the face of seemingly different, eccentric or clashing values expressed behaviorally or verbally</p> <p>Capacity to perceive, quickly integrate, and function well in the face of unexpected situational variables</p> <p>Professionalism: Maintain capacity to foster trust, confidentiality, cooperation; to generate integrity; to cope with conflict behavior; to function efficiently when encountering fast changing, multiple, personal or situational variable; exhibit qualities of self-confidence, self-control, self-reliance, self-respect and adaptability</p>		Rational Numbers
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
Speaking	Obtaining information	Terminology/general vocabulary, clarity of expression, persuasion, dress, facial and body features
Listening	Oral description	Discriminate fact from nonfact, recognize opinions, logic, note taking
Reading	Product information	Comprehension, detail/inference, informational reports
Writing	Product reports	Penmanship, spelling, description, terminology
Viewing	Sample product	Visual analysis, describing, memory, color
Touching	Sample product	Size, shape, texture

Duty K Maintaining Inventory Control

- 1 Determine Economic Order Quantity
- 2 Determine Reorder Point
- 3 Schedule Purchases and Deliveries
- 4 Check Delivery Receipts
- 5 Verify Invoices

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(TASK STATEMENT) Determine Economic Order Quantity

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
<p>Calculator Paper and pencil</p>	<p>Determine annual usage or sales in dollars Cost of placing an order Annual cost of carrying the inventory (expressed as a percentage of the value of the inventory)</p>	
<p><u>DECISIONS</u> Determine what should be done with formula results</p>	<p><u>CUES</u> Determining order quantities</p>	<p><u>ERRORS</u> Financial loss</p>

Behavioral	SCIENCE	MATH – NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity Conscious Awareness of Qualities Basic to Optimal Mental Performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	<p>E. O. Q. formula = $Q = \frac{V2AB}{I}$</p> <p>Basic Statistical Skills and Concepts</p> <p>Techniques of statistical analysis and statistical inference</p>	
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
<p>Writing</p> <p>Reading</p>	<p>Calculating reports</p> <p>Production reports</p>	<p>Penmanship</p> <p>Classification Reports</p> <p>Comprehension</p> <p>Detail Inference</p> <p>Information Reports</p> <p>Progress Reports</p>

(TASK STATEMENT) Determine Reorder Point

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
<p>Calculator Pen & pencil</p>	<p>Use following formula to determine reorder point Reorder point= (Average lead time) x (Average rate of use) & safety stock</p>	
<p><u>DECISIONS</u></p> <p>Determine reorder point with above information</p>	<p><u>CUES</u></p> <p>Results of the formula</p>	<p><u>ERRORS</u></p> <p>Financial - overstock or understock</p>

Behavioral SCIENCE	MATH -- NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functional Capacity Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	Whole Numbers
COMMUNICATIONS	
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>
<p>Writing</p> <p>Reading</p>	<p>Calculating reports</p> <p>Production reports</p>
<u>SKILLS/CONCEPTS</u>	
<p>Penmanship</p> <p>Classifications</p> <p>Reports</p> <p>Comprehension</p> <p>Detail/inference</p> <p>Informational Reports</p> <p>Progress Reports</p>	

(TASK STATEMENT) Schedule Purchases and Deliveries

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
Usage schedule Office	Indicate delivery schedule on purchase order Confer with warehouse regarding space allocation and manpower Contact manufacturer for confirmation of delivery date on purchase order	
<u>DECISIONS</u> Determine enough lead time so that production can continue without threat of shut down due to lack of materials	<u>CUES</u> Production schedule	<u>ERRORS</u> Financial loss

Behavioral SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	<p>Whole Numbers</p>
COMMUNICATIONS	
<p><u>PERFORMANCE MODES</u></p> <p>Reading</p> <p>Listening</p> <p>Speaking</p> <p>Writing</p>	<p><u>EXAMPLES</u></p> <p>Reading catalogs and quotations</p> <p>Oral description</p> <p>Obtaining information</p> <p>Executive report</p> <p><u>SKILLS/CONCEPTS</u></p> <p>Comprehension, detail inference, proposals-quotations, physical experience and reports</p> <p>Discriminate fact from non-fact, recognize opinions, logic</p> <p>Terminology/general vocabulary, clarity of expression, persuasion, dress, facial and body features</p> <p>Penmanship, spelling, description, terminology/general vocabulary</p>

(TASK STATEMENT) Check Delivery Receipts

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
<p>Purchase order Weigh bill Delivery receipt Receiver Bill of lading Packing list</p>	<p>Verify receiving documents against original purchase order</p>	
<p><u>DECISIONS</u></p> <p>Determine if deliveries are in accord with original purchase order</p>	<p><u>CUES</u></p> <p>Notification of delivery</p>	<p><u>ERRORS</u></p> <p>Financial loss</p>

Behavioral SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	Whole Numbers
COMMUNICATIONS	
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>
<p>Reading</p> <p>Listening</p> <p>Speaking</p> <p>Writing</p>	<p><u>SKILLS/CONCEPTS</u></p> <p>Comprehension, detail inference, proposals quotations, physical experiment reports</p> <p>Discriminate fact from nonfact, recognize opinions, logic</p> <p>Terminology/ general vocabulary, clarity of expression, persuasion, dress, facial and body features</p> <p>Penmanship, spelling, description, terminology/ general vocabulary</p>

(TASK STATEMENT) Verify Invoices

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
Invoice (manufacturer's) Purchase order Packing list (manufacturer's) Receiving report	Compare quoted prices on purchase order to price listed on manufacturers invoice Contact manufacturer for cause if price varies	
<u>DECISIONS</u> Determine variations in prices	<u>CUES</u> Variances in quoted prices	<u>ERRORS</u> Financial loss

Behavioral SCIENCE	MATH - NUMBER SYSTEMS	
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none">1. Attention2. Observation3. Concentration4. Mental Alertness5. Mental Quietude6. Mental Clarity7. Organization <p>Capacity to maintain open-mindedness and composure in the far seemingly different, eccentric or clashing values expressed behaviorally or verbally</p>	<p>Whole Numbers</p>	
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
Reading	Reading catalogs and quotations	Comprehension, detail inference, proposals quotations, physical experiment-reports
Listening	Oral description	Discriminate fact from nonfact, recognize opinions, logic
Speaking	Obtaining information	Terminology/general vocabulary, clarity of expression, persuasion, dress, facial and body features
Writing	Executive report	Penmanship, spelling, description, terminology/ general vocabulary

Duty L Issuing Purchase Orders
1 Fill Out Purchase Order Form

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(TASK STATEMENT) Fill Out Purchase Order Form

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Purchase order form(7 part standard) Pen or pencil Requisitioned requirements	Fill out the following items on a purchase order Name & address of purchasing company Identify order number Date Name and address of vendor General instructions Delivery date required Shipping instructions Description of materials ordered and quantity Price and discounts Authorizing signature	
<u>DECISIONS</u> Determine need to place order	<u>CUES</u> Need of material or merchandise	<u>ERRORS</u> Financial loss

Behavioral	SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functioning Capacity</p> <p>Conscious awareness of qualities basic to optimal mental performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization 	Whole Numbers	
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
<p>Reading</p> <p>Listening</p> <p>Speaking</p> <p>Writing</p>	<p>Reading catalogs and quotations</p> <p>Oral description</p> <p>Obtaining information</p> <p>Executive report</p>	<p>Comprehension, detail inference, proposals, quotations, physical experience and reports</p> <p>Discriminate fact from nonfact, recognize opinions, logic</p> <p>Terminology/general vocabulary, clarity of expression, persuasion, dress, facial and body features</p> <p>Penmanship, spelling, description, terminology/general vocabulary</p>

Duty M Corresponding With Vendors

- 1 Contact Vendors For Purchase Order Follow Up**
- 2 Contact For Vendor Adjustments**

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(TASK STATEMENT) Contact Vendors for Purchase Order Follow Up

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
<p>Purchase order follow up form Telephone Buyer's office</p>	<p>Determine which purchase orders have to be followed up and by the following methods Printed post card Personal letter Telegram Telephone call Personal interview</p>	
<p>DECISIONS Determine whether to seek alternate sources of supply</p>	<p>CUES Changes in cost quality</p>	<p>ERRORS Excessive loss to company</p>

Behavioral SCIENCE

MATH - NUMBER SYSTEMS

Principle: Attribute of Maximum Functioning Capacity
Conscious awareness of qualities basic to optimal mental performance

1. Attention
2. Observation
3. Concentration
4. Mental Alertness
5. Mental Quietude
6. Mental Clarity
7. Organization

Capacity to maintain open-mindedness and composure in the far seemingly different, eccentric or clashing values expressed behaviorally or verbally

Whole Numbers

COMMUNICATIONS

PERFORMANCE MODES

Reading

Listening

Speaking

Writing

EXAMPLES

Reading catalogs and quotations

Oral description

Obtaining information

Executive report

SKILLS/CONCEPTS

Comprehension, detail inference, proposals quotations, physical experiment and reports

Discriminate fact from nonfact, recognize opinions, logic

Terminology/general vocabulary, clarity of expression, persuasion, dress, facial and body features

Penmanship, spelling, description, terminology/general vocabulary

(TASK STATEMENT) Contact for Vendor Adjustments

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
<p>Purchase order Receiver Packing list</p>	<p>Contact the manufacturer for the following reasons: Shortages Overages Damaged merchandise Change of original purchase order specifications Returned goods</p>	
<p><u>DECISIONS</u> Determine whether to seek alternate sources of supply</p>	<p><u>CUES</u> Changes to original purchase order</p>	<p><u>ERRORS</u> Financial loss</p>

Behavioral SCIENCE	MATH - NUMBER SYSTEMS
<p>Principle: Attributes of Maximum Functional Capacity Conscious Awareness of Qualities Basic to Optimal Mental Performance</p> <ol style="list-style-type: none"> 1. Attention 2. Observation 3. Concentration 4. Mental Alertness 5. Mental Quietude 6. Mental Clarity 7. Organization <p>Capacity to maintain open-mindedness and composure in the far seemingly different, eccentric or clashing values expressed behaviorally or verbally</p>	Whole Numbers
COMMUNICATIONS	
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>
Speaking	Obtaining information
Listening	Oral description
Reading	Product information
Writing	Product reports
Viewing	Sample products
Touch	Sample product
<u>SKILLS/CONCEPTS</u>	
	<p>Terminology/general vocabulary, clarity of expression, persuasion, dress, facial and body features</p> <p>Discriminate fact from nonfact, recognize opinions, logic, note taking.</p> <p>Comprehension, detail/inference, informational reports</p> <p>Penmanship, spelling, description, terminology</p> <p>Visual analysis, describing, memory, color</p> <p>Size, shape, texture</p>

Duty N Fostering Human Relations

- 1 Maintain Good Human Relations Within Company**
- 2 Maintain Good Human Relations With Vendors**

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(TASK STATEMENT) Maintain Good Human Relations Within the Company

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY — HAZARD
Fellow employees	<p>Recognize that the following lists of personal behavior traits are important:</p> <ul style="list-style-type: none"> Listening Positive attitude Be objective, get the facts first before reacting Conflict avoidance Treat people as individuals and with respect 	
<p><u>DECISIONS</u></p> <p>Determine personality improvement</p>	<p><u>CUES</u></p> <p>Negative personality traits</p>	<p><u>ERRORS</u></p> <p>Personality conflict</p>

Behavioral SCIENCE

Hiring

- A. Exhibit capacity to ascertain personal qualities (skills, knowledge, character, flexibility, learning capacity)
- B. Exhibit capacity to foster trust
- C. Exhibit capacity to accurately reflect plant environment and job expectation

Firing

- A. Exhibit capacity to engender clear statement of rationale
- B. Exhibit capacity to listen openly and attentively (without bias) in this communication process

- C. Exhibit qualities of tact, poise, consideration, graciousness and imagination

Professionalism

- A. Maintain capacity to foster trust
- B. Maintain capacity to foster confidentiality
- C. Maintain capacity to foster cooperation

DMaintain capacity to generate integrity E. Maintain capacity to cope with conflict behavior F. Maintain capacity to function efficiently when encountering fast changing, multiple, personal or situational variables G. Exhibit qualities of self-confidence, self-control, self-reliance, self-respect, and adaptability. Supervision A. Distribute personnel with regard to leadership qualities and experiences for optimum team performance B. Maintain customer illusion of privacy by avoiding excessive noise or movement C. Grant appropriate regard for customer's personal space (Convenience and special interest) D. Grant conscious attention to smoothly flowing team work E. Maintain regard for differing views on maximum efficiency of the operations F. Grant appropriate regard for customer's unique needs G. Exhibit capacity to ascertain best service for the particular party type requested H. Show and describe facilities with appropriate speed and clarity I. Communicate pride in establishment

COMMUNICATIONS

PERFORMANCE MODESSpeakingListeningEXAMPLES

Information

Personal conversation

SKILLS/CONCEPTS

Terminology/general vocabulary, implying, clarity of expression, persuasion and sales technique, logic, gestures, dress, facial and body features, poise
 Detection of propaganda, facts and nonfact, recognize opinions

(TASK STATEMENT) Maintain Good Human Relations with Vendors

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY -- HAZARD
	<p>Recognize that the following lists of personal behavior traits are important</p> <ul style="list-style-type: none"> Listening Positive Attitude Be objective, get the facts, first before reacting Conflict avoidance Treat people as individuals and with respect 	
<p><u>DECISIONS</u></p> <p>Determine personality improvement</p>	<p><u>CUES</u></p> <p>Negative personality traits</p>	<p><u>ERRORS</u></p> <p>Personality conflicts</p>

ASK STATEMENT) Maintain Good Human Relations with Vendors

Behavioral	SCIENCE	Behavioral Science
Hiring		
A. Exhibit capacity to ascertain personal qualities (skills, knowledge, character, flexibility, learning capacity)	D. Maintain capacity to generate integrity E. Maintain capacity to cope with conflict behavior F. Maintain capacity to function efficiently when encountering fast changing, multiple, personal or situational variables G. Exhibit qualities of self-confidence, self-control, self-reliance, self-respect, and adaptability. Supervision A. Distribute personnel with regard to leadership qualities and experiences for optimum team performance B. Maintain customer illusion of privacy by avoiding excessive noise or movement C. Grant appropriate regard for customer's personal space (convenience and special interest) D. Grant conscious attention to smoothly flowing team work E. Maintain regard for differing views on maximum efficiency of the operations F. G. appropriate regard for customer's unique needs G. Exhibit capacity to ascertain best service for the particular party type request H. Show and describe facilities with appropriate speed and clarity I. Communicate pride in establishment	
B. Exhibit capacity to foster trust	C. Exhibit capacity to accurately reflect plant environment and job expectation.	Firing A. Exhibit capacity to engender clear statement of rationale B. Exhibit capacity to listen openly and attentively (without bias) in this communication process C. Exhibit qualities of tact, poise, consideration, graciousness and imagination Professionalism A. Maintain capacity to foster trust B. Maintain capacity to foster confidentiality C. Maintain capacity to foster cooperation
COMMUNICATIONS		
<u>PERFORMANCE MODES</u>	<u>EXAMPLES</u>	<u>SKILLS/CONCEPTS</u>
Speaking	Information	Terminology/general vocabulary, implying, clarity of expression, persuasion and sales technique, logic, gestures, dress, facial and body features, poise Detection of propaganda, facts and nonfact, recognize opinions
Listening	Personal conversation	

GLOSSARY

Purchase Order - Legal contract for commitment of purchase

Requisition - A basic form used in describing a need, generally issued by the using department

Purchasing Agent, Buyer - Someone authorized to act for some other person known as a principal

Quotation or Bid Request - A basic form instrument used to secure price and delivery information for specific requirements

Demurrage - A penalty for detaining a carrier

Discounts - Varies with the trade, considered a reduction in price

Expediting - Accelerating the process of delivery

F.O.B. - Free on board - delivery of goods with all charges paid on board cars

Consignment - The title to the merchandise has not been transferred to the buyer, but retained by the seller

Back Order - Materials not received by the buyer on the date due

Shortage - Less than quantity ordered

Overage - More than quantity ordered

Bill of Lading - A contract between the shipper and a transportation company

Receiver - A daily record of all merchandise received

Purchasing History Card - All information concerning a vendor is kept on a history card

Vendor - A manufacturer a buyer does business with

Contract Purchases - Generally a long term, quantity contract with protected pricing, with a particular vendor

Open Market Purchases - Purchasing at current market price usually short term contact